

The purpose of the hearing was to examine the executive branch's implementation of pay-for-performance systems.

The following witnesses testified:  
Panel I

—<sup>a</sup> Dr. Charles Tiefer, Professor, University of Baltimore School of Law

—<sup>a</sup> Dr. Charles Fay, Professor, School of Management & Labor Relations, Rutgers University

—<sup>a</sup> Dr. Robert Tobias, Professor, School of Public Affairs, American University

—<sup>a</sup> The Honorable J. Russell George, Inspector General, U. S. Treasury Tax Administration

—<sup>a</sup> Dr. Stanley Ridley, Federal Agency Consultant, Ridley & Associates

—<sup>a</sup> Max Stier, President and CEO, Partnership for Public Service

Panel II

—<sup>a</sup> Mr. Diego Ruiz, Executive Director, Securities and Exchange Commission

—<sup>a</sup> Mr. Richard Spires, Deputy Commissioner for Operational Support, Internal Revenue Service

—<sup>a</sup> Dr. Ronald Sanders, Chief Human Capital Officer, Office of the Director of National Intelligence

### Panel III

—<sup>a</sup> Ms. Colleen Kelley, President, National Treasury Employees Union

—<sup>a</sup> Mr. John Gage, President, American Federation of Government Employees

—<sup>a</sup> Mr. Gregory Junemann, President, International Federation of Professional & Technical Engineers

—<sup>a</sup> Ms. Carol Bonosaro, President, Senior Executives Association

### **Documents and Links**

- [Statement of Chairman Danny K. Davis](#)
- [Testimony of Dr. Charles Tiefer](#)
- [Testimony of Dr. Charles Fay](#)
- [Testimony of Dr. Robert Tobias](#)
- [Testimony of The Honorable J. Russell George](#)
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